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PERFORMANCE PLAN

2001/2002

BRITISH COLUMBIA

British Columbia
Gaming Commission

Table of Contents

Overview 2

Vision Statement 2

Mission 2

Principles and Values 3

Environmental Scan and Key Strategic Issues 3

Advancing the Strategic Objectives of Government 3

Strategic Goals, Objectives and Measures 4

General 5

Background – 2000/2001 5

The British Columbia Gaming Commission

PERFORMANCE PLAN

Prepared for the Crown Corporations Secretariat

April 30, 2001

Overview

In accordance with the principles of sound governance and responsible management, within the context of public transparency and accountability, the Gaming Commission of British Columbia is committed to the practice of strategic planning. The concept of strategic and performance planning begins with the strategic plan developed by the Board of Commissioners, that directs and guides purposeful action carried out by management and staff, the performance of which is measured and ultimately reported to the public to mark the relative success of the enterprise. This document is submitted in fulfillment of the requirements for government organizations and follows the guidelines for performance planning as set out the Crown Corporations Secretariat, Ministry of Finance of the Province of British Columbia

Vision Statement

Maximize gaming revenue for eligible charitable and religious organizations in an open, fair and equitable environment by:

- Regulation
- Promotion
- Education
- Communication

Mission

To maximize proceeds to charity through licensed gaming, by:

- Setting policies and regulating licensed gaming and direct access;
- Licensing charitable and religious organizations to conduct and manage gaming as permitted by Section 207(1)(b) of the *Criminal Code of Canada*;
- Administering direct charitable access programs;
- Promoting a viable charitable gaming environment;
- Ensuring distribution of the full annual charitable guarantee;
- Auditing and inspecting to ensure the integrity of charitable gaming and gaming revenue;
- Setting standards to promote gaming;
- Working cooperatively with stakeholders for the benefit of charitable gaming;
- Liaising with other gaming agencies;
- Educating and informing the stakeholders regarding the terms and conditions and expectation and the public at large regarding the benefits of charitable gaming in general

Principles and Values

British Columbia Gaming Commission clients can expect a commitment to excellence in an environment that is governed by and reflects the following principles:

Access	Eligible organizations deserve access to gaming revenue.
Accountability	BCGC is accountable to the public through open communication and will carry out its mandate in a transparent fashion.
Consistency	BCGC will ensure that the terms and conditions are applied fairly and equitably.
Consultation	BCGC and staff will be accessible to its clients and other interested community groups.
Growth	Promoting increased market for charitable gaming.
Independence	BCGC functions independently within the framework established by the provincial government.
Innovation	BCGC will encourage and accommodate changes that advance its vision and mission.
Integrity	BCGC will protect the integrity of charitable gaming in BC.
Responsiveness	BCGC will respond to clients in a timely and appropriate manner.
Return on effort	BCGC will promote that charities actively participate in increasing revenue so that they benefit directly form their endeavours.

Environmental Scan and Key Strategic Issues

The major external factors that are likely to impact charitable gaming are determined through regular monitoring of the industry, noting trends and identifying issues that relate to the ability to sustain and promote growth. Commissioners, the Executive Director and senior management staff attend national and international regulatory conferences on charitable gaming. A stakeholder survey is conducted every three years to keep current and anticipate significant change factors. Current key strategic issues are:

- Gaming Marketing and promotion
- Strengthening Charities' ability to manage and conduct.
- Enhancing integrity
- The social effects of gaming.

Advancing the Strategic Objectives of Government

The strategic plan of the Commission directly supports the strategic objectives of government by maximizing available funds to support approved social, health, educational and environmental initiatives. By promoting and effectively managing a viable charitable gaming industry, the Commission encourages and supports community initiative and involvement in the raising of funds for community programs. This activity provides a substantial source of revenue that would otherwise be demanded of government.

Strategic Goals, Objectives and Measures

Goal

- Foster a viable charitable gaming environment in a highly competitive gaming world.

Objectives

- Seek and support innovations that will enhance the charitable gaming world.
- Actively pursue the promotion of charitable gaming to maximize revenues within the broader gaming arena.
- Identify and advocate for needed regulatory changes to other regulatory bodies and government.
- Facilitate the viability of Bingo by assisting with the upgrading of facilities without compromising charitable revenue.

Goal

- The Commission will be accountable for the use of proceeds, integrity of games and the licensing of charitable Bingo management.

Objectives

- Ensure that the operations of every charitable Bingo association, and their hall, are audited annually.
- Ensure that auditing and reviews of gaming revenues are carried out with respect to established criteria and standards appropriate to the task.

Goal

- Continue to improve methods for assessing the potential community benefit and viability of all licensing and direct access applications.

Objectives

- Implement a program to more fully assess applications with respect to their viability and community benefit.
- Provide a mechanism for engaging charitable community organizations and their representative organizations in this endeavor.

Goal

- Ensure fair and consistent treatment for all applicants.

Objectives

- Regularly examine criteria by which decisions for all applications are made.
- Establish timeframe standards for processing applications and continue to monitor performance with respect to these standards.
- Implement a plan to effectively manage situations of non-compliance.
- Ensure that all approved applications meet all requirements as stated in the *Terms and Conditions for Charitable Gaming and Access to Gaming Revenue*.

Goal

- Communicate effectively with clients and government.

Objectives

- Consult with stakeholders regarding major policy and regulatory issues.
- Contribute to the development and promotion of the charitable gaming industry through discussions with various levels of government as well as with representative bodies and organizations.
- Ensure that clients are informed of policy and procedural changes in a timely fashion.

Goal

- Regularly review social issues regarding gaming.

Objectives

- To maintain an awareness of social issues and concerns such as addictive gambling and over reliance upon charitable revenue for vital social programs.
- Address issues of social concern through liaison with other interested and responsible organizations.

General

Established in April 1987, the British Columbia Gaming Commission operates at arm's length from the government. Its Board of Commissioners consists of seven members who are appointed from across the province.

Pursuant to the *Lottery Act*, the British Columbia Gaming Commission (BCGC) is responsible for licensing charitable and religious organizations. It also establishes the terms and conditions that govern licensed access to gaming revenue within the context of government strategic directions for charitable gaming.

Direct charitable access to gaming revenue is also the administrative responsibility of BCGC.

BCGC applies explicit criteria in deciding which groups are eligible for access to gaming revenue, the dollar amount of access, and whether charitable licensees and/or direct charitable access recipients are using charitable gaming revenue for purposes approved by the Commission in an accountable manner.

Charitable gaming activities that are licensed by the BCGC include charity bingos, ticket raffles, social occasion casinos, and fairs and exhibitions. At the present time there are approximately 5000 charitable or religious organizations accessing charitable gaming revenue through licensed and direct access in the province.

Background – 2000/2001

It is important to emphasize that the Board of Commissioners are reviewing the strategic direction of the Commission. They have begun the process and will continue over the next six months. This document is based upon work to date. Specific outcomes, targets and detailed measures appropriate to strategic issues are being developed and will be submitted as a supplement to this plan at specific intervals during the next seven months beginning June 30, 2001.

Board of Commissioners

Through Order-in-Council appointments, the Board of Commissioners was established at its full complement of seven members for the first time in several years.

Meekison Report

Recommendations contained in the Meekison Report on *"Relocation of and changes to Existing Gaming Facilities in British Columbia: Review and Recommendations"* were implemented and three relocations were completed reflecting the criteria adopted from this report.

Bingo Closures

For the first time since the government's expansion of gaming in 1997, permanent bingo hall closures occurred in two separate communities, Trail and East Vancouver.

Governance Manual

The Charitable Bingo Association Governance Manual introduced last year has resulted in the compliance of the dual licensing association model in all bingo halls throughout the province during 2000/01 fiscal year.

Computer System

The implementation of the new computer system is continuing with the integration and reporting for licensing, finance, and compliance. This system should be operational in June 2001.

BC Society for the Distribution of Gaming Revenue to Charities

A total of $58 million was available through direct charitable access for distribution to charities through this trust.

Revenue Distribution

$Millions

Type of Revenue	Projected 2001/2002	Forecast 2000/2001	Actual 1999/2000
Bingo	72.00	70.00	71.4
Direct Charitable Access	60.00	58.00	55.00
Casino			
Total	**$132.00**	**$128.00**	**$126.4**
Casino Trust Accounts (Rebate)	0.00	0.00	0.00
Provincial charity Trust (Rebate	0.00	0.30	9.8
Raffle Tickets	17.00	15.00	19.00
Wheel of Fortune/ Social Occasion Casinos	1.00	1.1	.40
Total	**$150.00**	**$129.55**	**$155.60**